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Introduction/Purpose

On May 3, 2005, Indiana Secretary of Commerce Patricia R. Miller and Bloomington Mayor Mark Kruzan announced the state certification of the City of Bloomington's Certified Technology Park (CTP), a partnership between the City of Bloomington and Indiana University (IU). The CTP encompasses the IU Research Park and inVenture, the community's business incubator. The City of Bloomington and IU have a tremendous opportunity to leverage the CTP as a vital component of the community's economic development strategy. To effectively leverage this economic development tool, the City of Bloomington hired Ginovus to develop a tactical plan to rapidly deploy and actively promote the Bloomington CTP.

Background and Methodology

The process began with Mayor Mark Kruzan's establishment of the CTP Advisory Board to provide oversight during the planning process. The CTP Advisory Board includes representatives from the City of Bloomington, IU, the Greater Bloomington Chamber of Commerce, the Bloomington Economic Development Corporation (BEDC), the Indiana Economic Development Corporation (IEDC), and local business leaders. The CTP Advisory Board met four times throughout a six-month period to review information and provide feedback. In addition, individual meetings were conducted with Advisory Board members during the process.

Ginovus conducted more than 60 interviews with key stakeholders in the community. Mayor Kruzan, Advisory Board and Ginovus members identified the key stakeholders to be interviewed, and Ginovus conducted meetings with these individuals to identify opportunities and priorities for the CTP. Interview information was summarized in a Top Ten Issue List, and provided to Mayor Kruzan and the Advisory Board for review.

Next, Ginovus conducted a best practices analysis of other successful university research parks throughout the nation to determine keys to success and mistakes to avoid in launching the CTP in the City of Bloomington. To identify the benchmarks, Ginovus selected parks and communities with comparable traits to Bloomington. Case studies were created for each of the selected university research parks, and the Advisory Board discussed and reviewed these case studies with Ginovus.

Ginovus also partnered with Urban Initiatives to conduct a land use analysis of the CTP. Urban Initiatives reviewed real estate located in the CTP and recommended a phased land use growth plan for the area. The Advisory Board reviewed this land use analysis and discussed its impact on the overall development of the CTP.

Findings and Recommendations

Utilizing all data collected in the information gathering process, Ginovus developed the following recommendations and accompanying action plans to help the Bloomington community rapidly deploy and promote its CTP. It is important to note that several entities have been identified as potential partners for CTP initiatives. While introductory conversations have taken place with these different entities, additional discussions must take place to finalize agreements between the potential partners. Ginovus recommends that the City of Bloomington serve as the lead to meet with and create viable partnerships with these entities.

1) Leadership

Leadership and support resources are critical to the success of the CTP. Based upon lessons learned from other research parks, the recommendations outline components needed to lead and support the CTP. These plans include:

- 1A) Establishment of a CTP Board of Directors;
- 1B) Hiring of a CTP Executive Director, and;
- 1C) Hiring of a CTP support staff and/or consultants.

2) Infrastructure

Infrastructure and technology asset improvements are critical to building the foundation for a successful CTP. Infrastructure plans include:

- 2A) Creation of a new parking garage;
- 2B) Streetscape improvements, and;
- 2C) Installation of a wireless network throughout the CTP.

3) Economic Incentives

Growing businesses often require additional technical and financial assistance from economic development programs to make a project economically viable. Businesses in

the information technology and life sciences sectors commonly access economic development incentives to help offset the large capital requirements required to start or grow these types of businesses. This plan recommends policies regarding the use of economic development incentives for businesses expanding or locating in the CTP, to ensure that the City of Bloomington is being competitive. Economic incentive recommendations include:

- 3A) Tax Increment Financing District to include the entire CTP;
- 3B) Blanket tax abatement policy for CTP businesses;
- 3C) Revolving loan fund to assist CTP businesses;
- 3D) Lease reduction program for CTP businesses, and;
- 3E) Local fee waiver program for CTP businesses.

4) Real Estate and Land Use

Currently, property within the CTP includes a significant number of existing buildings, as well as some vacant land. Ginovus worked with Urban Initiatives to recommend a phased plan to determine current and future land use within the CTP. This plan maximizes opportunities for technology businesses to locate and expand in the CTP, thus helping the City of Bloomington grow jobs and leverage capital investment. Specific land use recommendations include:

- 4A) Creation of lab space in the CTP;
- 4B) Creation of designated incubator graduation space in the CTP;
- 4C) Property acquisition from willing sellers.
- 4D) Partnership with private developer(s);
- 4E) Planning and zoning updates for CTP land use, and;

5) Collaboration with University/Educational Partners

Collaboration with university/educational partners is essential to the success of the CTP. The IU Research & Technology Corporation (IURTC) serves as the University's technology transfer entity and must be better leveraged to help local businesses commercialize new technologies. Also, IU is the owner of a significant amount of real

estate within the CTP, and this real estate offers tremendous opportunities for redevelopment for purposes of serving life sciences and technology businesses. Additionally, Ivy Tech has workforce development programs in the community for the life sciences and information technology sectors. A partnership with Ivy Tech is important to promote workforce development for CTP businesses. Next, both Rose Hulman and Purdue have initiated discussions with IU regarding partnerships for engineering educational programs, and these discussions must continue, to help meet the engineering workforce development needs in Bloomington. Finally, the Monroe County Community School Corporation has expressed the need for a permanent location for its Science Resource Center, and the CTP presents a great partnership opportunity. Specific recommendations for collaboration with universities / educational partners include:

- 5A) Indiana University partnership for real estate development;
- 5B) Creation of classroom space for educational partners in CTP;
- 5C) Creation of IU Affiliate Status for CTP businesses;
- 5D) Enhanced partnership with IU's Johnson Center for Entrepreneurship;
- 5E) Partnership with Ivy Tech;
- 5F) Engineering educational partnership with Rose Hulman and/or Purdue, and;
- 5G) Permanent location for MCCSC Science Resource Center in the CTP.

6) Incubator/Entrepreneurial Development

Support for inVenture is key to the long-term growth and success of the CTP. Services and programs provided by inVenture must be maximized to help emerging entrepreneurs create successful businesses in the CTP. Recommendations about the incubator/entrepreneurial development include:

- 6A) Expansion of inVenture to ensure growth space for companies;
- 6B) Creation of Showers Plaza doorway between different sections of the building;
- 6C) Fundraising campaign to secure support from charitable foundations, endowments, and corporate sponsorships for the CTP;
- 6D) Creation of additional support services to assist CTP businesses;
- 6E) Enhanced incubator admission guidelines, and;
- 6F) Increased involvement with Crane for technology transfer opportunities.

7) Technology Transfer

The community must promote technology transfer opportunities, to help local entrepreneurs commercialize new technologies. Successful technology transfer will lead to new jobs and capital investment in the CTP. Specific recommendations for technology transfer include:

- 7A) Additional IURTC resources and technology transfer enhancements in Bloomington, and;
- 7B) Partnership with Bloomington Hospital to create new technology transfer opportunities.

8) Marketing

As the CTP launches, an effective marketing/communications plan is vital to ensure the success of the initiative. As a part of this process, a plan to educate stakeholders about the CTP and its benefits is critical. Specific marketing recommendations include:

- 8A) Launch of new CTP name and logo;
- 8B) Creation and implementation of CTP media relations strategy;
- 8C) Launch of CTP website;
- 8D) Creation and distribution of CTP brochure, and;
- 8E) Validation of CTP target industries.

Understanding the Plan

Goal/Objective

Each action plan includes a goal/objective to explain the purpose of the recommendation. These goals and objectives explain priorities for the Bloomington CTP, and they are based on information gathered from the community and best practices analysis.

General Guidelines/Assumptions

General guidelines include assigning a lead organization for each action plan. Additional assumptions are included for certain action plans.

Timeline

The timeline indicates the deadline for completing each initiative. It is important to note that specific action steps for each recommendation must be completed, in order for the entire initiative to be implemented. In addition, it is important to recognize that several of the initiatives involve ongoing evaluation to ensure long-term success. These timelines are designed to be aggressive, but realistic and manageable. However, human and/or financial capital resources will be required in order to ensure deadlines are met.

Measurable Outcomes/Metrics

Performance measurements will help evaluate the success of each action plan. The performance measurements are based on the goals and desired outcomes. Many of the action plans also involve a review of performance measurements on a regular basis, to determine the need to make changes to program parameters and/or strategy.

Potential Funding Sources

Many of the recommendations involve the need for funding. Each action plan highlights potential funding sources that should be considered to support implementation of the recommendations.

Funding options include:

- Tax Increment Financing – Captured property tax revenues can be used to pay for CTP related project costs, such as; the acquisition of property for purposes of redevelopment or economic development, to finance infrastructure improvements and to pay for specific soft costs associated with projects occurring within the designated district.
- Certified Technology Park Tax Increment – Captured incremental sales and income taxes can be used to pay for CTP related project costs, such as; the acquisition of property for purposes of redevelopment or economic development, to finance infrastructure improvements and to pay for specific soft costs associated with projects occurring within the designated district.
- Technology Development Grant Fund – Indiana's CTPs are eligible to apply to the Indiana Economic Development Corporation (IEDC) for grants to assist with leasing, construction, or purchase of capital assets located within the CTP, as well as certain operating expenses.
- Enterprise Zone Funding – Business participation fees paid to the Bloomington Urban Enterprise Association (BUEA) can be used for various community and economic development programs.
- CTP Operating Funds – It is recommended that the CTP maintain its own operating funds to pay for certain types of expenses, such as salaries and benefits for CTP staff.
- Miscellaneous – Certain action plans include funding from governmental entities or educational partners.

Budget Consideration

Although it is impossible to accurately predict exact dollar amounts for each initiative in advance, each action plan provides an estimated range for budget consideration. The funding needs are based on the following symbols:

<u>Symbol</u>	<u>Estimated Cost</u>
\$	\$1 - \$25,000
\$\$	\$25,001 - \$250,000
\$\$\$	\$250,001 - \$2,500,000
\$\$\$\$	\$2,500,001 and over

Recommendation #1A- Leadership Structure

Board of Directors

Goal/Objective: To create a board of directors for the CTP capable of providing the necessary oversight and guidance to ensure the successful development of the CTP.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process, with guidance provided by the CTP Advisory Board.

Timeline: This initiative will be completed by the end of 2006.

Measurable Outcomes/Metrics:

- The creation of a board of directors for the CTP by the end of 2006, and;
- The CTP board of directors conducts its first meeting by the end of 2006.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Create a summary of roles & responsibilities for the members of the CTP board of directors.	N/A	City of Bloomington and CTP Advisory Board
2	Develop a screening process for potential candidates to serve on the CTP board of directors.	N/A	City of Bloomington and CTP Advisory Board
3	Finalize a list of potential candidates to serve on the CTP board of directors.	N/A	City of Bloomington and CTP Advisory Board
4	Invite selected candidates to serve on the CTP board of directors.	N/A	City of Bloomington
5	Announce members of CTP board of directors.	N/A	City of Bloomington
6	Send a CTP briefing packet to each member of the CTP board of directors to allow him/her to become familiar with the vision and work completed to date.	N/A	City of Bloomington
7	Conduct first CTP board of directors' meeting to brief the board members on critical issues and to prioritize key next steps.	N/A	City of Bloomington

8	Send out a meeting summary to members of the CTP board of directors.	N/A	City of Bloomington
9	Conduct future CTP meetings on a bi-monthly basis for first year.	N/A	City of Bloomington

Recommendation #1B- Leadership Structure

Executive Director

Goal/Objective: To identify specific leadership needs and hire appropriate resource to serve as Executive Director of Certified Technology Park.

General Guidelines/Assumptions: The Certified Technology Park Board of Directors and the City of Bloomington will serve as the leads for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The hiring of an Executive Director by the end of 2007;
- The new Executive Director begins working by the end of 2007, and;
- Provide tangible assistance to at least six existing or new technology companies seeking to grow in the Certified Technology Park by the end of 2008.

Potential Funding Sources: CTP operating funds will be required to finance this initiative.

	Key Action Items	Budget Consideration	Responsible Party
1	Identify 3-year funding commitment for Executive Director Position.	N/A	City of Bloomington, CTP Board of Directors
2	Create a Search Committee for Executive Director Position.	N/A	CTP Board of Directors and City of Bloomington
3	Establish job description and responsibilities for Executive Director.	N/A	Search Committee and City of Bloomington
4	Publicize search and begin to target specific organizations and individuals.	\$	Search Committee and City of Bloomington
5	Conduct interviews.	N/A	Search Committee
6	Select top candidate and make an offer.	\$\$	Search Committee
7	Receive acceptance of offer.	N/A	Search Committee
8	New Executive Director starts employment.	N/A	Search Committee and Executive Director
9	CTP Board of Directors and City of Bloomington meet with Executive Director to review progress.	N/A	Board of Directors and Executive Director

Recommendation #1C- Leadership Structure **Additional Management & Support Staff**

Goal/Objective: Hire support staff to support the growth and development of the Certified Technology Park's high-tech companies.

General Guidelines/Assumptions: The CTP Executive Director must be hired before beginning this initiative to hire support staff. This process will be led by the CTP Executive Director, with support from the CTP Board of Directors. Based on preliminary data, support staff may be needed for the following functions: a) Business plan development; b) Funding assistance; c) Assistance with establishing partnerships with Indiana University (or other educational partner) faculty and staff; d) Human Resources assistance, and; e) IT support.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- Identify at least \$500,000 in new funding sources for CTP businesses received by the end of 2009.

Potential Funding Sources: CTP operating funds will be required to finance this initiative.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meetings with CTP businesses, and other sources to determine support functions needed.	N/A	CTP Executive Director
2	Establish job description and responsibilities for support position(s).	N/A	CTP Executive Director
3	Identify funding for necessary support position(s).	N/A	CTP Executive Director
4	Create a Search Committee for support position(s).	N/A	CTP Executive Director, CTP Board of Directors
5	Publicize search and begin to target specific organizations and individuals.	\$	CTP Executive Director
6	Conduct interviews to select candidates.	N/A	CTP Executive Director, Search Committee
7	Make offer to candidates.	\$\$	CTP Executive Director
8	Receive acceptances.	N/A	CTP Executive Director

9	New support staff begins employment.	N/A	CTP Executive Director
10	CTP Executive Director meets with support staff on a quarterly basis to review progress.	N/A	CTP Executive Director; Support Staff

Recommendation #2A- Infrastructure Parking Garage

Goal/Objective: To design and construct a new parking garage with at least 600 parking spaces to serve current and future parking requirements for the Bloomington CTP.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process and secure funding for the construction of the garage.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- Identify funding for new parking garage by July 1, 2008;
- Begin construction of new parking garage by end of 2008, and;
- Open new parking garage by the end of 2009.

Potential Funding Sources: TIF and CTP funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Determine the best location for the new parking garage.	N/A	City of Bloomington
2	Secure control of land for the new parking garage.	\$\$\$	City of Bloomington and/or Bloomington Advancement Corporation
3	Issue request-for-proposal to select architectural / engineering firm to design the new parking garage.	N/A	City of Bloomington
4	Select an architectural / engineering firm to design the new parking garage.	\$\$	City of Bloomington
5	Selected architectural / engineering firm completes the design of the new parking garage.	N/A	TBD Architectural / Engineering Firm
6	Finalize financing structure for the new parking garage.	N/A	City of Bloomington
7	Issue request-for-proposal to select construction firm to build the new parking garage.	N/A	City of Bloomington
8	Select construction firm to build the new parking garage.	\$\$\$\$	City of Bloomington

9	Groundbreaking for the new parking garage.	N/A	City of Bloomington
10	Inspection of new parking garage.	N/A	City of Bloomington
11	Grand opening of new parking garage.	N/A	City of Bloomington

Recommendation #2B- Infrastructure **Sidewalks, Landscaping, and Signage**

Goal/Objective: Develop visual identity for Certified Technology Park through creation of enhanced streetscapes.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for this process and identify funding for streetscape projects.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- Streetscape improvements started by end of 2007;
- Phase I of streetscape improvements completed by end of 2008, and;
- Phase 2 of streetscape improvements completed by end of 2009.

Potential Funding Sources: Enterprise Zone and TIF funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review Downtown Vision and Infill Strategy Plan to understand streetscape recommendations for CTP.	N/A	City of Bloomington
2	Review City of Bloomington's Façade Improvement program and determine resources needed to expand program to CTP.	N/A	City of Bloomington
3	Conduct meeting with related City Department representatives and CTP Board of Directors to determine streetscape needs.	N/A	City of Bloomington
4	Prioritize streetscape needs for CTP, and create phased implementation approach according to priorities.	N/A	City of Bloomington, CTP Board of Directors
5	Identify funding for Phase I CTP streetscape improvements.	\$\$\$	City of Bloomington
6	Issue a request-for-proposal to hire firm to design Phase I & II of CTP streetscape improvements.	N/A	City of Bloomington
7	Select firm for design of Phase I & II CTP streetscape improvements.	\$\$	City of Bloomington
8	Selected firm completes design of Phase I & II streetscape improvements.	N/A	Selected design firm

9	Announce Phase I CTP streetscape improvements.	N/A	City of Bloomington, CTP Board of Directors
10	Issue a request-for-proposal to hire construction firm to complete Phase I CTP streetscape improvements.	N/A	City of Bloomington
11	Select firm for construction of Phase I CTP streetscape improvements.	\$\$	City of Bloomington
12	Selected firm completes Phase I CTP streetscape improvements.	N/A	Selected construction firm
13	Identify funding for Phase II CTP streetscape improvements.	N/A	City of Bloomington
14	Announce Phase II CTP streetscape improvements.	N/A	City of Bloomington, CTP Board of Directors
15	Issue a request-for-proposal to hire construction firm to complete Phase II CTP streetscape improvements.	N/A	City of Bloomington
16	Select firm for construction of Phase II CTP streetscape improvements.	\$\$	City of Bloomington
17	Selected firm completes Phase II CTP streetscape improvements.	N/A	Selected construction firm
18	Conduct annual review of future needs for CTP streetscape improvements, and create plan to implement these improvements.	N/A	City of Bloomington, CTP Board of Directors

Recommendation #2C- Infrastructure Wireless Network

Goal/Objective: To establish a secured wireless network throughout the Certified Technology Park.

General Guidelines/Assumptions: City of Bloomington will lead this initiative and build from its current wireless initiative around the Showers Building. Funding will be secured for wireless network, although individual users may be charged.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Wireless network activated for the entire CTP by end of 2007.
- Attraction of at least six new technology companies by end of 2009.

Potential Funding Sources: TIF and CTP funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review City of Bloomington's current wireless initiative and determine expansion capabilities.	N/A	City of Bloomington
2	Secure funding for wireless expansion.	N/A	City of Bloomington
3	Announce expansion of wireless initiative in CTP.	N/A	City of Bloomington
4	Issue request-for-proposal to service providers for construction and operation of wireless network expansion.	N/A	City of Bloomington
5	Select service provider for construction and operation of wireless network expansion.	\$\$\$	City of Bloomington
6	Complete expansion of wireless network.	N/A	Selected Contractor
7	Determine user fees and related policies for operation of wireless network.	N/A	City of Bloomington
8	Launch expanded wireless network.	N/A	Selected Contractor
9	Advertise wireless network in CTP promotional materials.	\$	City of Bloomington

Recommendation #3A- Economic Incentives **Tax Increment Financing**

Goal/Objective: To create a tax increment financing district for the entire Bloomington CTP to provide the City of Bloomington with the necessary tools to support appropriate development.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The completion of a feasibility analysis regarding creation of a tax increment financing district by the end of 2006;
- The completion of the formal process to create the tax increment financing district by the end of 2007.
- The issuance of TIF bond and funds available to support initial projects by the end of 2007.

Potential Funding Sources: The feasibility analysis and other professional services could potentially be funded through the current TIF district and/or Enterprise Zone funds.

	Key Action Items	Budget Consideration	Responsible Party
1	Select a firm to complete the financial feasibility analysis for the creation of a TIF district.	\$\$	City of Bloomington
2	Selected firm completes financial feasibility analysis and presents it to the City of Bloomington.	N/A	Selected Firm
3	Presentation of financial feasibility analysis to key community stakeholders.	N/A	City of Bloomington
4	Initiate the formal approval process for the creation of the TIF district.	N/A	City of Bloomington, with Support from the Selected Firm
5	Complete the formal approval process for the creation of the TIF district.	N/A	City of Bloomington, with Support from the Selected Firm
6	File all necessary documents to secure state approval for the creation of the TIF district with the Department of Local Government Finance.	N/A	City of Bloomington, with Support from the Selected Firm

7	Receive final approval for the TIF district from the Department of Local Government Finance.	N/A	City of Bloomington
8	Issuance of TIF bond and proceeds available to fund projects.	\$\$\$\$	City of Bloomington
9	Identify and evaluate potential projects for funding support on an on-going basis.	N/A	City of Bloomington, with Support from the Selected Firm
10	Provide funding support to appropriate projects on an on-going basis.	\$\$\$\$	City of Bloomington

Recommendation #3B- Economic Incentives **Blanket Tax Abatement Policy**

Goal/Objective: To create blanket tax abatement for the entire Bloomington CTP, to provide the City of Bloomington with the necessary tools to support appropriate development.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The finalization of an agreement between the City of Bloomington and Bloomington Urban Enterprise Association (BUEA) to direct funds paid to the BUEA by CTP companies by the end of 2006, and;
- Complete the formal process to adopt and implement blanket tax abatement by the end of 2007.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Complete analysis of current City of Bloomington tax abatement guidelines.	N/A	City of Bloomington and BEDC
2	Assess the impact of the Enterprise Zone's non-declining property tax abatement on development of the CTP.	N/A	City of Bloomington and BEDC
3	Finalize an agreement between the Bloomington Urban Enterprise Association and the City of Bloomington to direct funds paid to the BUEA by CTP companies into a fund to develop the CTP.	N/A	City of Bloomington
4	Develop final recommendations for blanket tax abatement policy for the CTP.	N/A	City of Bloomington and BEDC
5	Present final recommendations to CTP board of directions and Mayor Krusan.	N/A	City of Bloomington
6	Present final recommendations to Bloomington City Council.	N/A	City of Bloomington
7	Bloomington City Council grants final approval of blanket tax abatement policy.	N/A	City of Bloomington
8	CTP blanket tax abatement policy becomes effective.	N/A	City of Bloomington

Recommendation #3C-Economic Incentives Revolving Loan Fund

Goal/Objective: To create a revolving loan fund to support the growth of technology businesses in the entire Bloomington CTP.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- The creation of a revolving loan fund using public and private sector funds by the end of 2008;
- Selection of an entity to operate the revolving loan fund by the end of 2008, and;
- First loans made from revolving loan fund to companies by the end of 2008.

Potential Funding Sources: CDBG, Enterprise Zone and/or private funds could be used to finance the start-up of the revolving loan fund.

	Key Action Items	Budget Consideration	Responsible Party
1	Mayor Kruzan convenes a group of community leaders to discuss the creation of a revolving loan fund for technology businesses located in the CTP.	N/A	City of Bloomington
2	Form a public-private committee to develop the revolving loan fund.	N/A	City of Bloomington
3	Develop key components (fixed asset versus working capital, loan size, etc.) of revolving loan fund.	N/A	Public-Private Committee
4	Public-private committee presents recommendations to Mayor Kruzan.	N/A	Public-Private Committee
5	Public-private committee and Mayor Kruzan commit funds to seed the creation of the revolving loan fund.	\$\$\$	City of Bloomington and Public-Private Committee
6	Public-private committee develops and releases a request-for-proposal to select an organization to operate the revolving loan fund.	N/A	Public-Private Committee
7	Public-private committee and City of Bloomington select an organization to operate the revolving loan fund.	N/A	City of Bloomington and Public-Private Committee

8	Organization selected to operate the revolving loan fund finalizes guidelines for revolving loan program.	N/A	Selected Organization
9	Organization selected to operate the revolving loan fund solicits proposals from interested companies.	N/A	Selected Organization
10	Loan Committee of selected organization reviews submitted proposals from interested companies.	N/A	Selected Organization
11	First loans are made from revolving loan fund.	\$\$	Selected Organization

Recommendation #3D- Economic Incentives **Lease Reductions/Subsidies**

Goal/Objective: To help start-up technology companies afford to locate and take advantage of amenities in the Certified Technology Park through reduced lease rates.

General Guidelines/Assumptions: Downtown market lease rates are unaffordable for most start-up technology companies. Lease reductions remain vital to technology companies when they graduate from the incubator, in order to keep the companies in the CTP. The City of Bloomington, CTP and private developers must collaborate to implement this initiative.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Development of plan for phased in rent increases completed by the end of 2007;
- Launch of lease reduction program by the end of 2007, and;
- At least six new technology companies locate to the CTP and use program by the end of 2008.

Potential Funding Sources: CTP operating and/or Enterprise Zone funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review current lease rates in CTP, and compare these rates to other CTPs to determine needed reductions.	N/A	CTP Executive Director; CTP Board of Directors
2	Identify funding sources for lease subsidies.	N/A	CTP Executive Director; CTP Board of Directors
3	Establish criteria and process for companies to qualify for lease subsidies in CTP.	N/A	CTP Executive Director; CTP Board of Directors
4	Establish policies surrounding subsidized rates, and create thresholds to phase into market rates.	N/A	CTP Executive Director; CTP Board of Directors
5	Work with building landlords to create implementation plan for lease reduction program.	N/A	CTP Executive Director; CTP Board of Directors
6	Finalize funding sources for lease subsidies.	\$\$	CTP Executive Director; CTP Board of Directors

7	Launch lease reduction program.	N/A	CTP Executive Director; CTP Board of Directors
8	Advertise lease reduction program in CTP promotional materials.	\$	CTP Executive Director; CTP Board of Directors
9	Review program and make necessary changes / updates on an annual basis.	N/A	CTP Executive Director; CTP Board of Directors

Recommendation #3E- Economic Incentives- Fee Waivers

Goal/Objective: To remove barriers to entry for new buildings and businesses in Certified Technology Park.

General Guidelines/Assumptions: The City of Bloomington will lead this process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Lower total fees charged to companies by 25% by the end of 2007;
- Reduce the amount of time to issue permits for projects in the CTP by 25%, by the end of 2008, and;
- Completion of at least three new buildings in the CTP by the end of 2009.

Potential Funding Sources: Governmental entities would have to agree to absorb the loss of revenue from fee waivers and CTP operating funds could pay for advertising/marketing efforts.

	Key Action Items	Budget Consideration	Responsible Party
1	Meet with City Departments / County Departments to review all applicable fees and their impact for new buildings in CTP.	N/A	City of Bloomington, CTP Board of Directors, Monroe County
2	Determine fees that can be waived for CTP buildings, and create Fee Waiver Plan.	N/A	City of Bloomington, Monroe County
3	Create plan for City and County to offset lost fee revenues.	N/A	City of Bloomington, CTP Board of Directors, Monroe County
4	Educate affected City and County Departments on new fee waiver program.	N/A	City of Bloomington, CTP Board of Directors, Monroe County
5	Implement fee waiver program.	\$	City of Bloomington, Monroe County
6	Advertise fee waiver program in CTP promotional materials.	\$	CTP Board of Directors, BEDC
7	Create marketing materials to help potential CTP businesses understand remaining fees and their impact when building in the CTP.	N/A	CTP Board of Directors, BEDC, City of Bloomington

Recommendation #4A-Real Estate/Land Use Lab Space

Goal/Objective: Create lab facility to attract and retain life sciences and technology businesses in Certified Technology Park.

General Guidelines/Assumptions: Lab space needs must be carefully reviewed and forecasted, to ensure that the community does not overestimate or underestimate needs. Additionally, lab space should be planned for flexibility for wet/dry lab space, to maximize use. Lab space should be integrated with the rest of the incubator, in order to share common resources and allow companies to coordinate the use of both office and lab space in one facility. However, it is understood that the appropriate space may not be available in the short term.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- At least 10,000 square feet of lab space available to CTP companies by the end of 2007, and;
- At least six businesses using lab space in CTP by the end of 2008.

Potential Funding Sources: TIF and CTP funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Receive status update on proposed plans for lab space in Indiana University's Food Services Building.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
2	Determine plan to move forward with lab space at Food Services Building, or determine alternative plan.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
3	If needed, determine long term solution to co-locate lab space and incubator.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
4	Issue a request-for-proposal to select a firm to complete the design of lab space.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
5	Select a firm to complete the design of lab space.	\$\$	CTP Board of Directors, City of Bloomington, and IU Real Estate

6	Selected firm completes design of lab space.	N/A	Selected Design Firm
7	Issue a request-for-proposal to select an outside firm to build out lab space for CTP.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
8	Select a firm to complete lab space build out for CTP.	\$\$\$	CTP Board of Directors, City of Bloomington, and IU Real Estate
9	Selected firm completes build out of lab space.	N/A	Selected Construction Firm
10	Lab space available for use by companies.	N/A	CTP Board of Directors, City of Bloomington, and IU Real Estate
11	Host Grand Opening for new lab space.	\$	CTP Board of Directors, City of Bloomington, IU Real Estate
12	Create lab space promotional / communication plan to attract tenants.	\$	CTP Board of Directors, and City of Bloomington
13	Meet with local life sciences companies and lab equipment companies to plan for lab equipment needs for CTP labs.	N/A	CTP Board of Directors, City of Bloomington, IU Real Estate
14	Evaluate long term lab space and incubator needs on an on-going basis.	N/A	CTP Board of Directors, City of Bloomington, IU Real Estate

Recommendation #4B-Real Estate/Land Use Incubator Graduation Space

Goal/Objective: Provide adequate growth facilities in CTP to retain companies graduating from incubator.

General Guidelines/Assumptions: The goal of the incubator is to grow successful companies so they graduate and need larger facilities. The CTP Executive Director and CTP Board of Directors will lead this process. An outside developer will be hired to build new graduation facilities as needed.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Development of approximately 50,000 square feet of building space to accommodate companies graduating from incubator by the end of 2008, and;
- 50% of companies graduating from the incubator remain in CTP by the end of 2009.

Potential Funding Sources: Private developers will provide financing for the construction of graduation space for incubator companies.

	Key Action Items	Budget Consideration	Responsible Party
1	Create graduation policies and procedures for incubator companies.	N/A	CTP Board of Directors and CTP Executive Director
2	Forecast graduation needs for current incubator companies.	N/A	CTP Board of Directors and CTP Executive Director
3	Review graduation facilities of other research parks for best practices for shared facilities and services.	N/A	CTP Board of Directors and CTP Executive Director
4	Evaluate real estate options for graduation facilities.	N/A	CTP Board of Directors and CTP Executive Director
5	Designate certain buildings or land for graduation facilities.	N/A	CTP Board of Directors and CTP Executive Director
6	Issue a request-for-proposal to developers and/or property owners for graduation space.	N/A	CTP Board of Directors and CTP Executive Director
7	Select a developer and/or property owner to begin development of selected buildings or land for graduating companies.	N/A	CTP Board of Directors and CTP Executive Director

8	Selected developer and/or property owner completes preparation of facilities for graduating companies.	N/A	Selected Developer and/or Property Owner
9	Selected developer and/or property owner works with graduating companies to meet their space and timeline needs.	N/A	Selected Developer and/or Property Owner
10	Quarterly, evaluate incubator tenants' future needs and finalize plans to meet these needs.	N/A	CTP Executive Director and Selected Developer and/or Property Owner

Recommendation #4C- Real Estate / Land Use Real Estate Acquisition and Development

Goal/Objective: To identify and acquire from/partner with willing property owners to ensure the appropriate development of real estate located in the Bloomington CTP.

General Guidelines/Assumptions: The City of Bloomington and/or the CTP Board of Directors will serve as the lead(s) for the process.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- The identification and acquisition of/partnering with willing property owners to begin the appropriate development of real estate by the end of 2006;
- The selection of private real estate developers to develop property in the CTP by the end of 2007, and;
- The construction/redevelopment of at least 100,000 square feet of building space and a 600 car parking garage by the end of 2009.

Potential Funding Sources: TIF and CTP funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review the City of Bloomington's Comprehensive and Downtown Area plans to determine appropriate forms of development in CTP.	N/A	City of Bloomington
2	Identify potential property, including ownership, for development in the CTP.	\$	City of Bloomington and/or Bloomington Advancement Corporation
3	Contact property owners to determine their level of interest in selling and/or partnering to develop their land in the CTP.	N/A	City of Bloomington and/or Bloomington Advancement Corporation
4	Identify options and/or partnership agreements with willing property owners.	\$\$\$	City of Bloomington and/or Bloomington Advancement Corporation
5	Select developers to develop property in the CTP.	N/A	City of Bloomington
6	Selected developers finalize plans for projects and submits them to the City of Bloomington for review and approval.	N/A	Selected Developers

7	City of Bloomington reviews and approves plans for projects.	N/A	City of Bloomington
8	Redevelopment and/or new construction commences in the CTP.	N/A	Selected Developers
9	Complete a review of real estate development occurring in the CTP on an annual basis.	N/A	City of Bloomington and Selected Developers

Recommendation #4D-Real Estate/ Land Use Private Developer Involvement

Goal/Objective: To encourage the participation of private developers in the development of the CTP.

General Guidelines/Assumptions: The City of Bloomington will serve as the lead for the process. All property to be developed will be owned by private entities, and, thus the City of Bloomington will be able to collect taxes on this property.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- The selection of at least two private developers to develop property in the CTP by the end of 2007, and;
- The leveraging at least \$15 million of new private sector investment by the end of 2009.

Potential Funding Sources: TIF and CTP funds are potential financing sources if completed by a governmental entity; otherwise, private developers will finance the acquisition of property.

	Key Action Items	Budget Consideration	Responsible Party
1	City of Bloomington and/or Bloomington Advancement Corporation secures control of critical real estate parcels from willing sellers in the CTP.	\$\$\$	City of Bloomington and/or Bloomington Advancement Corporation
2	If property is acquired by Bloomington Advancement Corporation, transfer of ownership of the property to the City of Bloomington.	N/A	City of Bloomington and Bloomington Advancement Corporation
3	City of Bloomington issues a request-for-proposal to select real estate firms to develop critical real estate parcels in the CTP.	N/A	City of Bloomington
4	City of Bloomington selects real estate firms to develop critical real estate parcels in the CTP and transfers ownership of property to selected firms.	N/A	City of Bloomington
5	Real estate firms selected to develop critical real estate parcels in the CTP prepare final development plans for	N/A	Selected Real Estate Firms

	approval by the City of Bloomington.		
6	City of Bloomington reviews and approves final develop plans for critical real estate parcels.	N/A	City of Bloomington
7	Selected real estate firms begin construction of structures on critical real estate parcels.	\$\$\$\$	Selected Real Estate Firms
8	Selected real estate firms complete construction of structures on critical real estate parcels.	N/A	Selected Real Estate Firms
9	Selected real estate firms open structures.	N/A	Selected Real Estate Firms

Recommendation #4E- Real Estate/ Land Use **Planning and Zoning for Entire CTP Area**

Goal/Objective: Ensure that City of Bloomington's Planning and Zoning policies prepare Certified Technology Park land for desired growth.

General Guidelines/Assumptions: The City of Bloomington will lead this effort, with support from the CTP Board of Directors.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Changes made to planning and zoning regulations to accommodate CTP growth strategies by the end of 2008, and;

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Meet with City of Bloomington Planning Department to review status of Downtown Vision and Infill Strategy Plan implementation and other planning/zoning issues in CTP.	N/A	City of Bloomington and CTP Board of Directors
2	Determine planning/zoning changes needed to encourage CTP growth.	N/A	City of Bloomington and CTP Board of Directors
3	Review potential changes with City of Bloomington Planning Department, Planning Commission, Mayor's Office, and City Council.	N/A	City of Bloomington and CTP Board of Directors
4	Make revisions to planning/zoning policies, based upon feedback	N/A	City of Bloomington and CTP Board of Directors
5	Planning Commission and City Council formally approve planning/zoning changes.	N/A	City of Bloomington and CTP Board of Directors
6	Implement changes, and make property owners aware of the planning/zoning changes.	N/A	City of Bloomington and CTP Board of Directors

Recommendation #5A- University/Education Indiana University Partnership for Real Estate Development

Goal/Objective: To collaborate with Indiana University to facilitate the development of the university's real estate in the Certified Technology Park during the first 24-36 months of development.

General Guidelines/Assumptions: Indiana University's Real Estate Department has expressed an interest to sell properties located in Certified Technology Park at market rates. It is unlikely that current real estate market conditions will allow IU to achieve market rate sales on day one of development in the CTP. Indiana University and the City of Bloomington will serve as the lead organizations for the process, to develop prospects consistent with the CTP's goals.

Timeline: This initiative will be completed by the end of 2010.

Measurable Outcomes/Metrics:

- IU and the City of Bloomington formalize a Memorandum of Understanding for real estate development in the CTP by October 1, 2007;
- IU relocates existing operations in the CTP to new locations by June 1, 2010, if possible, and;
- IU, City of Bloomington and CTP begin marketing of IU real estate located in the CTP by no later than July 1, 2010, if possible.

Potential Funding Sources: TIF and CTP funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meetings with IU's Real Estate Department to understand IU's priorities for real estate in CTP, and desired sale prices for buildings and land in the CTP.	N/A	City of Bloomington, CTP Board of Directors, and IU Real Estate
2	Based on CTP land use plans, create Memorandum of Understanding (MOU).	N/A	City of Bloomington, CTP Board of Directors, and IU Real Estate
3	Review MOU with IU Real Estate Department and make necessary changes.	N/A	City of Bloomington, CTP Board of Directors, and IU Real Estate
4	Finalize MOU for the City and IU to work together to market IU's real estate when it becomes available.	N/A	City of Bloomington, CTP Board of Directors, and IU Real Estate

5	Begin marketing work on IU's real estate in the CTP.	\$\$\$	CTP Board of Directors and IU Real Estate.
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Recommendation #5B-University/Education Classroom Space for Technology Curriculum in CTP/Incubator

Goal/Objective: Work with educational partners to secure buy in and build classroom space for technology curriculum in CTP/Incubator.

General Guidelines/Assumptions: Educational partners have expressed interest in classroom space in CTP. It is important that this classroom space be used to meet community's technology education needs at various skill levels.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Classroom space built and furnished by the end of 2008, and;
- Classes conducted in new classroom space by the end of 2008.

Potential Funding Sources: TIF and CTP funds, along with funds from the educational partners, are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meetings with educational partners to secure interest and commitment to building shared classroom space in CTP.	N/A	CTP Executive Director, CTP Board of Directors, and Educational Partners
2	Based on input from educational partners, determine classroom space requirements.	N/A	CTP Executive Director, CTP Board of Directors, and Educational Partners
3	Identify funding for classroom space.	\$\$\$	CTP Executive Director, CTP Board of Directors, and Educational Partners
4	Determine and secure location for classroom space.	N/A	CTP Executive Director, CTP Board of Directors, and Educational Partners
5	Issue request-for-proposal to solicit proposals and select outside firm to build classroom space.	N/A	CTP Executive Director, CTP Board of Directors, and Educational Partners
6	Select outside firm to construct or build out classroom space.	N/A	CTP Executive Director, CTP Board of Directors, and Educational Partners
7	Selected firm begins construction or build out of classroom space.	N/A	Selected Construction Firm
8	Determine furnishings and equipment	N/A	CTP Executive Director,

	needed for classroom space.		CTP Board of Directors, and Educational Partners
9	Create classroom schedule for all educational partners.	N/A	CTP Executive Director, CTP Board of Directors, Educational Partners
10	Identify funding for furnishings and equipment needed for classroom space.	\$\$\$	CTP Executive Director, CTP Board of Directors, and Educational Partners
11	Complete construction or build out of classroom space.	N/A	Selected Construction Firm
12	Install furnishings and equipment in classroom space.	N/A	Selected Construction Firm and Educational Partners
13	Begin conducting classes and other meetings in CTP classroom space.	N/A	Educational Partners

Recommendation #5C-University/Education "University Affiliate" Status

Goal/Objective: Formalize "University Affiliate" status for CTP companies.

General Guidelines/Assumptions: The City of Bloomington, CTP Board of Directors and IU will serve as the leads for this initiative. Currently, "University Affiliate" types of services are approved on a case-by-case basis; however, a formal agreement is not in place.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- "University Affiliate" status agreement formally approved by IU by the end of 2007.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Review "University Affiliate" status at other Research Parks to determine plan for Bloomington CTP.	N/A	CTP Board of Directors, City of Bloomington
2	Conduct meeting with IU to discuss "university affiliate" status program, and how it can be approved.	N/A	CTP Board of Directors, City of Bloomington, and IU
3	Write proposal for formalized "University Affiliate" status.	N/A	CTP Board of Directors, City of Bloomington, and IU
4	Review proposal with IU Administration.	N/A	CTP Board of Directors, City of Bloomington and IU
5	Finalize agreement with IU.	N/A	CTP Board of Directors, City of Bloomington and IU
6	Launch "University Affiliate" status program.	N/A	CTP Board of Directors, City of Bloomington and IU
7	Announce new "University Affiliate" status program.	N/A	CTP Board of Directors, City of Bloomington and IU
8	Advertise program in CTP marketing materials.	\$	CTP Board of Directors, City of Bloomington and IU
9	Conduct annual meetings to review and enhance "University Affiliate" status services.	N/A	CTP Board of Directors, City of Bloomington and IU

Recommendation #5D-University/Education
Johnson Center for Entrepreneurship and Innovation

Goal/Objective: Enhance partnership opportunities between IU's Johnson Center and Certified Technology Park.

General Guidelines/Assumptions: IU and CTP Executive Director will lead this process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- At least five IU business student interns work with CTP companies by the end of 2007.

Potential Funding Sources: IU, charitable foundations and corporate sponsorships are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review current Johnson Center partnerships with InVenture and IUETC.	N/A	CTP Executive Director, CTP Board of Directors, and IU
2	Conduct meeting with Johnson Center representatives to discuss joint opportunities for Johnson Center and CTP.	N/A	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center
3	Create plan for Johnson Center involvement in CTP including intern program.	N/A	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center
4	Finalize plan and identify available resources to assist with CTP.	N/A	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center
5	Launch Johnson Center partnership plan.	\$	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center
6	Announce Johnson Center partnership including intern program.	N/A	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center
7	Conduct semi-annual status meetings between Johnson Center representatives and CTP leadership to review partnership and make improvements.	N/A	CTP Executive Director, CTP Board of Directors, IU, and Johnson Center

Recommendation #5E-University/Education Ivy Tech Life Sciences Initiatives

Goal/Objective: Create partnership with Ivy Tech's Life Sciences Initiative to meet local workforce development needs (industry recognized credentials) and share resources for Certified Technology Park businesses.

General Guidelines/Assumptions: The CTP Executive Director and Ivy Tech will lead this process.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Launch new program by the end of 2007, and;
- At least 5 businesses involved with Ivy Tech's Life Sciences initiative are working with CTP companies by the end of 2008.

Potential Funding Sources: The Indiana Department of Workforce Development and Ivy Tech provide potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review role of community colleges in other research parks throughout the country, to understand potential opportunities.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech
2	Conduct meeting with Ivy Tech administration and Life Sciences Initiative representatives to discuss partnership opportunities.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech
3	Create proposal for Ivy Tech Life Sciences Initiative partnership.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech
4	Identify funding for partnership programs.	\$\$	CTP Executive Director, CTP Board of Directors, and Ivy Tech
5	Review proposal and finalize agreement with Ivy Tech.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech
6	Announce new Ivy Tech Partnership.	N/A	CTP Executive Director, CTP Board

			of Directors, and Ivy Tech
7	Launch new partnership programs with CTP businesses.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech
8	Advertise new Ivy Tech partnership in CTP marketing materials.	\$	CTP Executive Director, CTP Board of Directors, and Ivy Tech
9	Conduct annual meetings to review and enhance Ivy Tech Life Sciences partnership.	N/A	CTP Executive Director, CTP Board of Directors, and Ivy Tech

Recommendation #5F-University/Education Rose Hulman/Purdue

Goal/Objective: Establish strong partnership with Rose Hulman and/or Purdue University to bring engineering presence to Bloomington.

General Guidelines/Assumptions: IU already has begun discussions with both Rose Hulman and Purdue. There is partnership interest on all sides. IU will serve as the lead for this initiative.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Joint agreement/partnership created by the end of 2008.

Potential Funding Sources: Rose Hulman and/or Purdue are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	IU meets with CTP Board of Directors and Bloomington businesses to determine community's engineering needs.	N/A	Indiana University
2	IU meets with Rose Hulman to continue discussions/talk about partnership opportunities.	N/A	Indiana University
3	IU meets with Purdue University to continue discussions/talk about partnership opportunities.	N/A	Indiana University
4	IU sends plan/proposal to Rose Hulman and Purdue University for their review and comment.	N/A	Indiana University
5	IU meets with Rose Hulman and Purdue to finalize a plan.	N/A	Indiana University
6	IU makes a decision to partner with Rose Hulman and/or Purdue University.	N/A	Indiana University
7	IU informs CTP Board of Directors and City of Bloomington of its decision.	N/A	Indiana University
8	Creation of partnership completed.	N/A	Indiana University and Selected Education Provider(s)
9	Publicly announce partnership and advertise in CTP promo materials.	\$	Indiana University, Selected Education Provider(s), CTP Board of Directors and City of

			Bloomington
10	Launch partnership educational programs.	\$\$\$	Indiana University and Selected Education Provider(s)

Recommendation #5G- University / Education

MCCSC Science Resource Center

Goal/Objective: To relocate MCCSC Science Resource Center to permanent facility within Certified Technology Park and to establish a strong partnership between the MCCSC and the CTP.

General Guidelines/Assumptions: The Certified Technology Park Board of Directors, the MCCSC, the City of Bloomington, and the Bloomington Chamber of Commerce will serve as leads for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Funding to relocate the Science Resource Center will be identified by the end of 2007;
- The Science Resource Center will relocate to its new facilities by the end of 2007, and;
- The Science Resource Center will offer programs at its new location by the end of 2007.

Potential Funding Sources: TIF funds, charitable foundations and corporate sponsorships are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meetings with MCCSC to determine facility requirements for Science Resource Center.	N/A	CTP Board of Directors, City of Bloomington, and MCCSC
2	Determine ideal location for Science Resource Center within CTP.	N/A	CTP Board of Directors, City of Bloomington, and MCCSC
3	Conduct meetings with Chamber of Commerce's Franklin Initiative Staff to determine partnership opportunities between CTP businesses and Science Resource Center.	N/A	Chamber of Commerce, CTP Board of Directors, and MCCSC
4	Seek funding for relocating Science Resource Center through grants, charitable foundations, and other available sources.	N/A	CTP Board of Directors, City of Bloomington, and MCCSC
5	Identify funding for relocating Science Resource Center.	\$\$	CTP Board of Directors, City of

			Bloomington, and MCCSC
6	Present partnership opportunities to CTP businesses to secure their support.	N/A	Chamber of Commerce, CTP Board of Directors, MCCSC
7	Move Science Resource Center to new location.	N/A	CTP Board of Directors, City of Bloomington, and MCCSC
8	Launch programming between CTP businesses and Science Resource Center.	N/A	Chamber of Commerce, CTP Board of Directors, and MCCSC
9	Conduct annual review of programming and make improvements to benefit MCCSC students and CTP businesses.	N/A	Chamber of Commerce, CTP Board of Directors, and MCCSC

Recommendation #6A- Incubator/Entrepreneurial Development **Incubator Expansion and/or Relocation**

Goal/Objective: Secure InVenture's future opportunities by finding adequate space for the incubator to grow.

General Guidelines/Assumptions: InVenture is out of space for growth and currently has to turn away potential tenants because of its limitations. Additionally, incubator companies are forced to move out of InVenture prematurely because they do not have the ability to grow at their current facility. InVenture and IU Real Estate have discussed reconfiguration of the Showers Building to provide growth space for the incubator, but the two parties have not reached agreement on a plan. IU Real Estate also has other tenants in the building, including City of Bloomington Utilities. City of Bloomington Utilities is currently building a new facility, but this group is not expected to move until at least late 2007. InVenture will operate under the new CTP entity.

Timeline: This initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- InVenture will identify funds to expand and/or relocate by the end of 2007, and;
- InVenture will have at least 35,000 square feet of space by the end of 2009.

Potential Funding Sources: TIF and CTP funds are potential sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Determine space needs to allow for InVenture's potential growth.	N/A	CTP Board of Directors, InVenture, and IU
2	Conduct meeting with IU Real Estate to review potential options to meet InVenture's space needs (including, discussing the feasibility of moving the incubator to Food Services Building or another IU-owned property within the CTP, if the North Showers Building will not accommodate the incubator).	N/A	CTP Board of Directors, InVenture, and IU
3	Research potential options proposed by IU Real Estate and determine feasibility of moving InVenture to these locations.	N/A	CTP Board of Directors, InVenture, and IU
4	Determine facility option that best meets InVenture's needs and finalize agreement with IU.	N/A	CTP Board of Directors, Inventure, and IU
5	Identify funding for expanding and/or moving InVenture.	\$\$	CTP Board of Directors, InVenture, and IU

6	Issue request-for-proposal for outside firms to complete design of incubator expansion and/or relocation.	N/A	CTP Board of Directors, InVenture, and IU
7	Select outside firm to design incubator facility to meet InVenture tenants' needs.	\$S	CTP Board of Directors, InVenture, and IU
8	Selected design firm completes design of incubator space.	N/A	Selected Design Firm
9	Issue request-for-proposal for outside firms to complete construction of incubator space.	N/A	CTP Board of Directors, InVenture, and IU
10	Select outside firm to construct incubator facility.	\$\$\$	Selected Construction Firm
11	Selected construction firm completes construction of incubator space.	N/A	Selected Construction Firm
12	Move InVenture tenants to expanded and/or new facility and have Grand Opening event at the incubator.	\$	CTP Board of Directors, InVenture and IU

Recommendation #6B- Incubator/Entrepreneurial Development **Create Doorway Between CFC and Inventure Sections of Showers Plaza**

Goal/Objective: Facilitate the interaction and networking of Showers Plaza tenants by opening a doorway between isolated sections of the building.

General Guidelines/Assumptions: The Showers Plaza Board of Governors (representation from City of Bloomington, IU and CFC) will lead this process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Identify funding to construct doorway by the end of 2006, and;
- Complete construction of doorway by July 1, 2007.

Potential Funding Sources: The Showers Plaza Board of Governors are a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Showers Plaza Board of Governors meets to review plans for doorway.	N/A	Showers Plaza Board of Governors
2	Identify funding to complete doorway project.	\$	Showers Plaza Board of Governors
3	Issue request-for-proposal to select construction firm to build doorway.	N/A	Showers Plaza Board of Governors
4	Select construction firm to construct doorway.	\$	Showers Plaza Board of Governors
5	Selected construction firm completes doorway.	N/A	Selected Construction Firm
6	Announce completion of doorway construction to Showers Plaza tenants and public.	N/A	Showers Plaza Board of Governors

Recommendation #6C- Incubator/Entrepreneurial Development Funding from Charitable Foundations, Endowments, and Corporate Sponsorships

Goal/Objective: The Certified Technology Park's leadership will establish and follow a three-year plan to secure additional funding for growth plans.

General Guidelines/Assumptions: City of Bloomington and CTP Board of Directors will lead this process.

Timeline: The first round of this initiative will be completed by the end of 2009.

Measurable Outcomes/Metrics:

- CTP will identify at least \$500,000 of funding by the end of 2009, and;
- CTP will identify at least \$1 million of funding by the end of 2011.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct Round I fundraising meeting to prioritize needs, target funding sources, and create fundraising goal.	N/A	CTP Board of Directors
2	Appoint a CTP board of directors' member to oversee Round I fundraising efforts.	N/A	CTP Board of Directors
3	Develop formal fundraising plan.	N/A	CTP Board of Directors
4	Contact targeted funding sources to discuss donation and sponsorship opportunities for Round I fundraising.	N/A	CTP Board of Directors
5	Complete application processes for endowment and foundation funding for Round I fundraising.	N/A	CTP Board of Directors
6	Identify funding from target sources for Round I.	N/A	CTP Board of Directors
7	Announce fundraising results for Round I.	N/A	CTP Board of Directors
8	Annually evaluate future fundraising needs and opportunities, and begin Round II fundraising plan.	N/A	CTP Board of Directors

Recommendation #6D- Incubator/Entrepreneurial Development Incubator Services Enhancement

Goal/Objective: To enhance InVenture services and resources available to Certified Technology Park businesses.

General Guidelines/Assumptions: The City of Bloomington, the CTP Board of Directors, and InVenture will serve as leads for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The identification of and partnering with new service providers by the end of 2007, and;
- The survival rate of incubator companies will meet or exceed the national average of 85% by the end of 2009.

Potential Funding Sources: Enterprise Zone and CTP operating funds are potential financing sources.

	Key Action Items	Budget Consideration	Responsible Party
1	Review services and resources available to CTP businesses, and identify current gaps.	N/A	City of Bloomington, CTP Board of Directors, and InVenture
2	Conduct meetings with IURTC, Johnson Center and other appropriate entities to determine potential partnership opportunities for support services and other sponsorships.	N/A	City of Bloomington, CTP Board of Directors, InVenture, and IURTC
3	Conduct search for outside firms to assist incubator companies with strategy development, financing, legal and accounting matters.	N/A	City of Bloomington, CTP Board of Directors, and InVenture
4	Issue request-for-proposal to outside firms to assist incubator companies.	N/A	City of Bloomington, CTP Board of Directors, and InVenture
5	Select outside firms to assist incubator companies.	\$\$	City of Bloomington, CTP Board of Directors, and InVenture
6	Meet with selected outside firms, IURTC, and InVenture to ensure coordination of	N/A	City of Bloomington, CTP Board of

	activities.		Directors, InVenture, and IURTC
7	Announce new partnerships and support services for InVenture.	N/A	City of Bloomington, CTP Board of Directors, InVenture, and IURTC
8	Launch new support services through regularly-scheduled office hours at InVenture and other special events.	N/A	City of Bloomington, CTP Board of Directors, InVenture, and IURTC
9	Add support services' and sponsors' information to CTP marketing materials and website.	\$	CTP Board of Directors and InVenture
10	Conduct annual review of support services and develop additional enhancements.	N/A	City of Bloomington, CTP Board of Directors, InVenture, IURTC

Recommendation #6E- Incubator/Entrepreneurial Development **Incubator Admission Guidelines**

Goal/Objective: Increase the success rate of start up companies by enhancing the admission guidelines for incubator.

General Guidelines/Assumptions: Guidelines should include policies regarding: technology application, adequate capital, business plan, qualified management, education partner relationship, and operations. InVenture and CTP Board of Directors will lead this effort, with IU and City of Bloomington as key partners.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Graduation rate for incubator companies will increase by 25% by the end of 2009.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Review current incubator admission guidelines.	N/A	InVenture, IU, and City of Bloomington
2	Discuss incubator admission guidelines with current incubator tenants to determine enhancement needs.	N/A	InVenture
3	Review incubator admission guidelines from other technology parks.	N/A	InVenture, IU and City of Bloomington
4	Create enhanced incubator admission guidelines for InVenture.	N/A	InVenture, IU, and City of Bloomington
5	Review new incubator admission guidelines with CTP board of directors.	N/A	InVenture, IU, and City of Bloomington
6	Finalize new incubator admission guidelines based upon feedback from CTP board of directors.	N/A	InVenture, IU, and City of Bloomington
7	Secure final approval of new incubator admission guidelines from CTP board of directors.	N/A	InVenture, IU, City of Bloomington, and CTP Board of Directors
8	Implement new incubator admission guidelines.	N/A	InVenture
9	Conduct annual meetings to review and enhance incubator admission guidelines.	N/A	InVenture, IU, and City of Bloomington

Recommendation #6F- Incubator/ Entrepreneurial Development **Crane Involvement in the CTP**

Goal/Objective: Increase Crane Technology Inc. (CTI) involvement with Certified Technology Park (CTP) businesses.

General Guidelines/Assumptions: CTP Executive Director will lead this process, with support from the City of Bloomington and BEDC.

Timeline: This initiative will be completed by the end of 2008.

Measurable Outcomes/Metrics:

- Development of a Crane collaboration plan by the end of 2008, and;
- At least three CTP businesses working with Crane on new commercialization opportunities by the end of 2010.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meeting with CTI to discuss how CTP businesses can work with Crane.	N/A	CTP Executive Director, CTI
2	Plan and conduct Crane Visitation Day for CTP businesses to better understand technology commercialization opportunities.	N/A	CTP Executive Director, CTI
3	Plan and conduct series of Crane technology presentations for CTP businesses.	N/A	CTP Executive Director, CTI
4	Conduct meetings with CTP companies to determine opportunities for collaboration with Crane.	N/A	CTP Executive Director, CTI
5	Create Crane collaboration plan to meet needs of CTP companies.	N/A	CTP Executive Director, CTI
6	Review draft Crane collaboration plan with CTI.	N/A	CTP Executive Director
7	Finalize Crane collaboration plan based upon feedback from CTI.	N/A	CTP Executive Director, CTI
8	Implement Crane collaboration plan.	N/A	CTP Executive Director, CTI
9	Implement monthly CTI office hours at InVenture for CTP companies to have an opportunity to explore potential collaboration with Crane.	N/A	CTP Executive Director, CTI

10	Conduct annual assessment of progress of partnership.	N/A	CTP Executive Director, CTI
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Recommendation #7A-Technology Transfer/Commercialization **IURTC-CTP Partnership to Enhance Technology Transfer Process**

Goal/Objective: Increase opportunities for companies and inventors to commercialize technology developed at IU.

General Guidelines/Assumptions: IURTC is interested in working with Bloomington CTP. CTP Executive Director will lead this effort, with support from IURTC and CTP Board of Directors.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Finalize an agreement between CTP, InVenture and IURTC by the end of 2007;
- Launch new IURTC resources in CTP and InVenture by the end of 2007;
- 33% increase in invention disclosures by the end of 2008, and;
- Launch of two new companies using technology commercialized at IU-Bloomington in the CTP by the end of 2010.

Potential Funding Sources: IU is a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Meet with IURTC representative to discuss IURTC resources in Bloomington.	N/A	CTP Board of Directors, InVenture, IURTC, and CTP Executive Director
2	Review current technology transfer policies at IU and determine suggested improvements.	N/A	IU, CTP Board of Directors, and CTP Executive Director
3	Draft a proposal for additional IURTC resources and technology transfer enhancements in Bloomington.	N/A	CTP Board of Directors, InVenture, and CTP Executive Director
4	Identify funding for additional IURTC resources in Bloomington.	\$\$	CTP Board of Directors, InVenture, and CTP Executive Director
5	Review proposal with IURTC and finalize agreement.	N/A	CTP Board of Directors, InVenture, and CTP Executive Director
6	Receive approvals for proposal from IU's Administration/Board of Trustees, as appropriate.	N/A	CTP Board of Directors, IU, and CTP Executive

			Director
7	Launch new IURTC resources and technology transfer enhancements in Bloomington.	N/A	CTP Board of Directors, IURTC, InVenture, and CTP Executive Director
8	Communicate new IURTC resources and technology transfer enhancements to IU faculty and staff.	N/A	CTP Board of Directors, IURTC, InVenture, and CTP Executive Director
9	Conduct annual reviews of IURTC resources and technology transfer policies to determine additional changes needed.	N/A	IU, CTP Board of Directors, and CTP Executive Director

Recommendation #7B- Technology Transfer / Commercialization Bloomington Hospital Technology Transfer

Goal/Objective: To create new opportunities for Certified Technology Park businesses through a partnership with Bloomington Hospital.

General Guidelines/Assumptions: The Certified Technology Board of Directors and Bloomington Life Sciences Partnership will serve as the lead for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The completion of a feasibility analysis about potential partnership opportunities by July 1, 2007;
- Complete the formal process to create a partnership by the end of 2007, and;
- Identify funding support for partnership by the end of 2007.

Potential Funding Sources: Bloomington Hospital is a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Conduct meetings with Dr. Todd Rowland, Medical Informatics Director at Bloomington Hospital, and other members of Bloomington Hospital's leadership team to determine potential opportunities.	N/A	CTP Board of Directors and Bloomington Life Sciences Partnership
2	Conduct review of Bloomington Hospital's medical informatics initiatives, McKesson Corporation partnership, and current technology gaps.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
3	Presentation of partnership feasibility analysis to key community stakeholders, including IU School of Informatics faculty and CTP businesses.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
4	Make revisions to partnership plans, based upon feedback from presentation.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership

5	Initiate the formal approval process for creation of partnership.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
6	Complete the formal approval process for creation of partnership.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
7	Identify and evaluate potential projects for funding support.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
8	Identify potential grants and other funding sources.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
9	Identify funding support for appropriate Phase I projects.	\$\$\$	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership
10	Evaluate partnership progress, and make necessary changes on a semi-annual basis.	N/A	CTP Board of Directors, Bloomington Hospital, and Bloomington Life Sciences Partnership

Recommendation #8A- Marketing/Branding **CTP Name and Logo**

Goal/Objective: Create a name and logo for the Certified Technology Park (CTP) that will identify and promote the goals of the park.

General Guidelines/Assumptions: The City of Bloomington will seek the expertise of an outside marketing firm.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- CTP name and logo developed by the end of 2006, and;
- CTP name and logo used as a tool to identify the park in collateral marketing material by the end of 2007.

Potential Funding Sources: The City of Bloomington is a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Issue a request-for-proposal to select a marketing firm to design a CTP name and logo.	N/A	City of Bloomington and CTP Board of Directors
2	Select a marketing firm to design a CTP name and logo.	\$	City of Bloomington and CTP Board of Directors
3	Selected marketing firm meets with key community stakeholders to solicit input for the development of the CTP name and logo.	N/A	Selected Marketing Firm
4	Selected marketing firm presents preliminary design for the CTP name and logo.	N/A	Selected Marketing Firm
5	Based upon feedback provided, the selected marketing firm presents revised CTP name and logo.	N/A	Selected Marketing Firm
6	Based on ideas presented by selected marketing firm, vote and decide on a CTP logo and name.	N/A	City of Bloomington and CTP Board of Directors
7	Create marketing materials with new CTP name and logo.	\$	Selected Marketing Firm
8	Publicly announce the new CTP name and logo.	N/A	City of Bloomington and CTP Board of Directors

Recommendation #8B-Marketing/Branding **Media Relations Strategy**

Goal/Objective: Increase awareness of Certified Technology Park (CTP) and ongoing events/news within park.

General Guidelines/Assumptions: Prior to CTP Executive Director hiring, this effort will be led by City of Bloomington. After the transition, the CTP Executive Director will lead the media relations strategy, with support from the City of Bloomington.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Create a CTP media relations team by the end of 2006, and;
- The CTP will have a marketing/communications strategy in place by the end of 2007.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Create CTP media relations team, including representatives from City of Bloomington, IU, CTP Board of Directors, BEDC, Bloomington Life Sciences Partnership, and other related groups.	N/A	City of Bloomington, CTP Board of Directors, and CTP Executive Director
2	Develop contact list of local, state, and national media.	N/A	City of Bloomington, CTP Board of Directors, and CTP Executive Director
3	Create a media relations plan for building awareness of the Bloomington CTP.	N/A	City of Bloomington, CTP Board of Directors, and CTP Executive Director
4	Review draft media relations plan with key community partners.	N/A	City of Bloomington, CTP Board of Directors, and CTP Executive Director
5	Finalize the media relations plan based upon feedback from key community partners.	N/A	City of Bloomington, CTP Board of Directors, and CTP Executive Director
6	Implement CTP media relations plan.	N/A	CTP Board of Directors, CTP Media Relations Team, and

			CTP Executive Director
7	Conduct quarterly media relations team meetings to evaluate progress.	N/A	CTP Board of Directors, CTP Media Relations Team, and CTP Executive Director

Recommendation #8C- Marketing / Branding Website

Goal/Objective: To develop a website for the Bloomington CTP.

General Guidelines/Assumptions: The website will be a part of a broader marketing and public relations strategy for the CTP project. The City of Bloomington and CTP Board of Directors will lead this process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The launch of a CTP website by the end of 2007, and;
- A 25% year-over-year increase in the number of hits, page visits and lengths of visits to the website during the first three years of the website.

Potential Funding Sources: The City of Bloomington is a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Issue a request-for-proposal to select a web development firm to design and update the CTP website.	N/A	City of Bloomington and CTP Board of Directors
2	Select a web development firm to design and update the CTP website.	\$	City of Bloomington and CTP Board of Directors
3	Selected web development firm meets with key community stakeholders to solicit input for the development of the CTP website.	N/A	Selected Web Development Firm
4	Selected web development firm presents preliminary design for the CTP website.	N/A	Selected Web Development Firm
5	Based upon feedback provided, the selected web development firm finalizes the CTP website.	N/A	Selected Web Development Firm
6	Final testing of the CTP website by the selected web development firm.	N/A	Selected Web Development Firm
7	"Go live" for the CTP website.	N/A	Selected Web Development Firm
8	Updates made to and activity reports generated for the CTP website on a quarterly basis.	\$	Selected Web Development Firm, City of Bloomington, and CTP Board of Directors

Recommendation #8D- Marketing/Branding Brochure

Goal/Objective: Create and distribute brochure to promote the Certified Technology Park (CTP) and City of Bloomington.

General Guidelines/Assumptions: The development of a brochure will begin directly after the CTP name and logo have been determined. Brochure should be distributed at events such as: a) BIO; b) TechPoint Tech Forums; c) IHIF Innovations Conferences; d) BioCrossroads events; e) Commercial Real Estate Events; f) Economic Development Events; g) Site Selection Consultants Events, and; h) Other Targeted Industry Events.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- The development and distribution of a CTP brochure by the end of 2007.
- Updates to the brochure should occur annually, and;
- Distribution of brochures at more than six technology events each year.

Potential Funding Sources: The City of Bloomington is a potential financing source.

	Key Action Items	Budget Consideration	Responsible Party
1	Issue a request-for-proposal to select a marketing firm to design and update the CTP brochure.	N/A	City of Bloomington and CTP Board of Directors
2	Select a marketing firm to design and update the CTP brochure.	\$	City of Bloomington and CTP Board of Directors
3	Selected marketing firm meets with key community stakeholders to solicit input for the development of the CTP brochure.	N/A	Selected Marketing Firm
4	Selected marketing firm presents preliminary design for the CTP brochure.	N/A	Selected Marketing Firm
5	Based upon feedback provided, the selected marketing firm finalizes the CTP brochure.	N/A	Selected Marketing Firm
6	Distribution list created for the brochure.	N/A	City of Bloomington and CTP Board of Directors
7	Determine quantities and print brochure.	\$	City of Bloomington and CTP Board of Directors

8	Distribute brochures to key contacts.	\$	City of Bloomington and CTP Board of Directors
9	Updates made to brochure on an annual basis.	\$	Selected Marketing Firm

Recommendation #8E- Marketing/Branding Validate Target Industries

Goal/Objective: Validate targeted industries for CTP.

General Guidelines/Assumptions: The target industries will play a vital role in attracting businesses to CTP. The IU 2004 Economic Development Plan targeted industries include: a) Life Sciences; b) Information Technology, and; c) Arts and Music. The City of Bloomington, CTP Board of Directors and BEDC will serve as the leads for the process.

Timeline: This initiative will be completed by the end of 2007.

Measurable Outcomes/Metrics:

- Finalization of targeted industries by the end of 2006;
- Development of support plans to encourage the growth of targeted industry clusters in the CTP by the end of 2007, and;
- At least six new targeted industry businesses locate in CTP by the end of 2008.

Potential Funding Sources: This item does not require financing assistance.

	Key Action Items	Budget Consideration	Responsible Party
1	Review IU's 2004 Economic Development Plan and BEDC Strategic Plan regarding targeted industries.	N/A	City of Bloomington and CTP Board of Directors
2	Conduct further research on these targeted industries to determine local market and labor pool for each industry.	N/A	City of Bloomington, BEDC and CTP Board of Directors
3	Meet with CTP Board of Directors to present research regarding targeted industries and finalize focus for CTP in Bloomington.	N/A	City of Bloomington, BEDC, and CTP Board of Directors
4	Create plan to support each targeted industry in CTP.	N/A	City of Bloomington, BEDC and CTP Board of Directors
5	Work with IU faculty and staff to determine partnership opportunities for CTP's targeted industries.	N/A	City of Bloomington, BEDC and CTP Board of Directors
6	Announce CTP targeted industries and support plans to public.	N/A	City of Bloomington, BEDC and CTP Board of Directors